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AUTHOR King, Reatha Clark
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ABSTRACT

Important challenges for women in American society are discussed, based on the experiences and perceptions of Reatha Clark King, president of Metropolitan State University in Minnesota. She suggests that learning to be effective in the community is a priority in order to reach greater progress in womens' advancement, since most of the key decisions affecting the fate of universities are made in an untame external environment. One strategy employed at Metropolitan State is to use a group of faculty and other staff to visit legislators to explain university affairs and financial needs. The following additional challenges are addressed: learning how to function beyond the shadow of men, once women are appointed or elected to policy-level positions; helping to further eradicate the systemic prejudices toward women; achieving greater economic power, (i.e., securing women's political power with greater economic power); and coping with stress, its causes, consequences, and cures. It is also suggested that dealing with the consequences of deeply felt doubts about the legitimacy of the new roles for women is one major challenge for the future. Instances are cited in which the media used labels to ridicule women political leaders. (SW)

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NAWDAC CONFERENCE
HOUSTON, TEXAS

"FUTURE CHALLENGES FOR WOMEN IN OUR SOCIETY"

BY REATHA CLARK KING

MARCH 17, 1983

INTRODUCTION

LADIES AND GENTLEMEN. SPECIAL GUESTS. I AM DELIGHTED TO BE HERE TODAY AND TO HAVE THE OPPORTUNITY TO PARTICIPATE IN THIS CONFERENCE. I WISH I COULD HAVE COME EARLER, BUT THAT WAS NOT POSSIBLE BECAUSE WE ARE JUST IN THE PEAK OF OUR BUDGET LEGISLATIVE SESSION. FOR THIS REASON, I NEEDED BE IN ST. PAUL TO MAKE AS MANY LEGISLATIVE CALLS AS POSSIBLE UNTIL THE LAST MINUTE.

I AM ESPECIALLY PLEASED TO HAVE THE OPPORTUNITY TO PARTICIPATE IN A SESSION WITH DONNA AND SHIRLEY. THE THREE OF US GO FAR BACK TOGETHER FROM ACQUAINTANCES IN NEW YORK. WE MEET ON DIFFERENT OCCASIONS IN ABOUT 1975

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OR 1976 AND EVERY SINCE THEN, WE HAVE HAD WARM AND SUPPORTIVE FRIENDSHIPS.

I LIKE OUR TOPIC FOR THIS SESSION VERY MUCH. "FUTURE CHALLENGES FOR WOMEN IN OUR SOCIETY." WHILE FOR BACKGROUND REFERENCE, I COULD HAVE USED ALL KINDS OF RESEARCH REPORTS AND BOOKS ABOUT THE PROGNOSIS FOR WOMEN WRITTEN BY OTHERS, I CHOSE TO DRAW PRIMARILY ON MY OWN EXPERIENCES. IN MY WORK, IT SEEMS THAT I AM ABLE THESE DAYS TO WRITE A BOOK A WEEK THAT DESCRIBES OUR FUTURE CHALLENGES, IF I WOULD CHOOSE TO DO SO. SO, THIS MORNING I SHALL EXTRAPOLATE INTO THE FUTURE PRIMARILY ON THE BASIS ON THE GLIMPSES OF THE FUTURE THAT I AM GETTING FROM MY OWN EXPERIENCES.IN MY WORK, IT SEEMS THAT I AM ABLE THESE DAYS TO WRITE A BOOK A WEEK THAT DESCRIBES OUR FUTURE CHALLENGES, IF I WOULD CHOOSE TO DO SO. SO THIS MORNING I SHALL EXTRAPOLATE INTO THE FUTURE PRIMARILY ON THE BASIS OF THE GLIMPSES OF THE FUTURE THAT I AM GETTING FROM THESE EXPERIENCES.

I AM PARTICULARLY MINDFUL THAT OUR NUMBERS ARE GREAT, BUT OUR POWER IS YET TO BE REALIZED. MY EXPERIENCES SHOW THAT WE ARE

NOT AS POWERFUL AS WE COULD BE, AND FOR MORE CONTENTMENT ON OUR PARTS, WE JUST MUST BEGIN TO EMPHASIZE THE ACQUISITION OF MORE POWER IN OUR INDIVIDUAL AS WE AS GROUP STRATEGIES FOR THE FUTURE. I REFERRING TO THE POWER OUT THERE IN THE EXTERNAL ENVIRONMENT PERHAPS MORESO THAN I AM REFERRING TO POWER WITHIN THE INSTITUTIONS. TYPICALLY, WE FOCUS ON POWER WITHIN THE INSTITUTIONS AND THIS IS IMPORTANT. BUT I FEEL THAT WE SHOULD TURN OUR ATTENTION TO THE EXTERNAL ENVIRONMENT MORESO THAN WE TEND TO.

LIKE WITHIN OUR PRIVATE HOMES THE ENVIRONMENTS WITHIN OUR INSTITUTIONS ARE RELATIVELY TAME AND PREDICTABLE COMPARED TO THE ENVIRONMENT IN THE COMMUNITY EXTERNAL TO HOME AND WORKPLACE. OUT IN THE COMMUNITY, THE VARIABLES THAT AFFECT OUR ABILITY TO FUNCTION AND INFLUENCE MATTERS ARE NEITHER PREDICTABLE OR CONTROLLABLE. WE ARE CONSTANTLY FACTED WITH SYSTEMIC HINDRANCES TO PROGRESS BY WOMEN. SO WHAT CAN WE DO ABOUT IT? WE CAN CERTAINLY ASSERT OUR NUMBERS AT THE POLLS.WHAT ELSE CAN WE DO?

MY ASSERTIONS ARE NOT TO OVERLOOK THE PROGRESS WOMEN HAVE MADE IN CAREER ADVANCEMENTS. WE HAVE MADE SOME PROGRESS. FOR EXAMPLE, JUDGING BY THE ELECTED OFFICIALS IN THE STATE OF MINNESOTA, AND THE APPOINTMENTS OF WOMEN PRESIDENTS OF COLLEGES AND UNIVERSITIES NATIONALLY,

Council on Economic Status of Women.

WOMEN IN PUBLIC OFFICE IN MINNESOTA

(All data are from after the November 1982 elections unless otherwise noted.)

Office	Total Members	Number Women	Percent Women	Year
U.S. Congress:				
Senators from Minnesota	2	0	0.0 %	1982
Representatives from Minnesota	8	0	0.0 %	1982
Minnesota Judiciary:				
Minnesota Supreme Court	9	2	22.2 %	1982
District court judges	77	3	3.9 %	1982
County court judges	105	1	1.0 %	1982
Municipal court judges	28	5	17.9 %	1982
Constitutional Officers	6	2	33.3 %	1982
Minnesota Legislature:				
Senate	67	9	13.4 %	1982
House	134	18	13.4 %	1982
Total	201	27	13.4 %	1982
County Commissioners	441	27	6.1 %	1982
City Council Members	4,200	1,200	28.6 %	October 1979
Mayors	855	54	6.3 %	January 1980
School Board Members	2,775	370	13.3 %	1976
TOTAL (all of the above)	8,707	1,691	19.4 %	
TOTAL (1982 figures only)	877	67	7.6 %	

WOMEN CHIEF EXECUTIVE OFFICERS IN COLLEGES AND UNIVERSITIES

TABLE III, December 1982

American Council on Education • Office of Women in Higher Education • One Dupont Circle • Washington, DC

Donna Shavlik, Director • Judy Touchton, Associate Director

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Type of Institution	NUMBER OF WOMEN CHIEF EXECUTIVE OFFICERS						STUDENT BODY		TOTAL ENROLLMENT		
	TOTAL		Members of Religious Orders		Not Members of Religious Orders		Women	Coeducational	Under 3,000	3,000-10,000	Over 10,000
	1975	1982	1975	1982	1975	1982					
Four-year Private Colleges	98	127	79	73	19	54					
Two-year Private Colleges	34	39	26	26	8	13					
Four-year Public Colleges	5	25	0	0	5	25					
Two-year Public Colleges	11	53	0	0	11	53					
TOTAL	148	144	105	99	43	145					

NOTES: 1) "Religious Orders" is noted because some institutions previously classified as "church related" have changed their classification but are still headed by women belonging to religious or lay communities; 2) the composition of the student body is designated as "women" when at least 90 per cent of the students are women; 3) the total number of women chief executive officers reflects both new appointments and women presidents of newly accredited institutions.

SOURCES: Accredited Institutions of Postsecondary Education, published for the Council on Postsecondary Accreditation by the American Council on Education. Only women in institutions accredited by the six major regional accrediting associations in the U.S. and outlying areas included. These data are supplemented with information from the files on the Office of Women in Higher Education of the American Council on Education.

Table prepared by 6

SO TO ME, SOME OF OUR MOST IMPORTANT CHALLENGES FOR THE FUTURE ARE

I. FUNCTIONING IN AN UNTAME ENVIRONMENT

II. LEARNING HOW TO FUNCTION BEYOND THE SHADOW OF MEN, ONCE WE GET APPOINTED OR ELECTED TO POLICY LEVEL POSITIONS

III. HELPING TO ERADICATE FURTHER THE SYSTEMIC PREJUDICES TOWARD WOMEN

IV. ACHIEVING GREATER ECONOMIC POWER, OR IN OTHER WORDS SECURING OUR POLITICAL POWER WITH GREATER ECONOMIC POWER

V. COPING WITH STRESS, ITS CAUSES, CONSEQUENCES, AND CURES.

CERTAINLY, THIS LIST IS NOT COMPLETE AND I HOPE OUR PANELISTS WILL FEEL WELCOME TO ADD TO IT. AND YOU WILL HEAR MORE CHALLENGES CITED OVER THE COURSE OF THIS CONFERENCE.

I. FUNCTIONING IN AN UNTAME ENVIRONMENT

MY WORK AS HEAD OF A UNIVERSITY, HAVING MAJOR RESPONSIBILITY FOR ACQUISITION OF RESOURCES, RAISING FRIENDS AND FUNDS AS WE CALL IT, MAKES ME EVER SO MINDFUL OF THE NEED FOR SKILLS FOR FUNCTIONING IN THE EXTERNAL COMMUNITY. THE VARIABLES THAT CONTROL OUR SUCCESS HERE ARE NEITHER COMPLETELY PREDICTABLE, CONTROLLABLE, OR FRIENDLY. WHILE THE REWARDS ARE MANY THE STRESS CAN BE TREMENDOUS. IN TRYING TO EXPLAIN TO COLLEAGUES IN MY UNIVERSITY WHAT IT IS LIKE TO REPRESENT WHAT WE DO TO LEGISLATIVE, WHAT IT IS LIKE TO RAISE FUNDS FROM PRIVATE DONORS, WHAT THE EXPERIENCE IS LIKE IN TRYING TO WIN PEOPLE OVER TO SUPPORT US AS WE START NEW PROGRAMS, WHAT IT IS LIKE TO MAKE THE TRANSITION BETWEEN THE WORK OF A BANK BOARD ROOM TO YOUR WORK INTERNAL TO THE UNIVERSITY, AND WHAT IT IS LIKE TO REALLY SATISFY YOUR OWN GOVERNANCE BOARD, RE-ASSURING THEM ALL IS WELL WITHIN YOUR UNIVERSITY, I FIND THAT IT IS IMPOSSIBLE TO EXPLAIN THESE EXPERIENCES AND CLOSE THE COMMUNICATION GAP COMPLETELY. INTERNAL TO THE UNIVERSITY THE WORK IS ALWAYS SIMPLIFIED TO FIT THE EXPERIENCES OF THE LISTENER, AND I FIND THIS TO BE TRUE OF MEN AND WOMEN.

YET TO ME, LEARNING TO BE EFFECTIVE IN THE COMMUNITY, IN SITUATIONS WHERE WE HAVE LESS INFLUENCE OVER THE VARIABLES AFFECTING

SUCCESS IS A MUST IN ORDER FOR US TO REACH THE NEXT HORIZON OF PROGRESS IN WOMEN ADVANCEMENT. THIS IS OUR CHALLENGE FOR GREATER ADVANCEMENT IN THE FUTURE. AT THE PRESENT TIME, I AM MONITORING TWO CRITICAL NEEDS FOR MY INSTITUTION IN THIS EXTERNAL ENVIRONMENT. THE IMPORTANT THING TO KEEP IN MIND IS THE DECISIONS REGARDING SUCCESS AND FAILURE WILL BE MADE OUT THERE, RATHER THAN INTERNAL TO MY UNIVERSITY. ONE OF THE SITUATIONS IS THE LEGISLATIVE ACTION ON OUR REQUEST FOR FUNDING TO ESTABLISH A GRADUATE PROGRAM. THE OTHER DECISION IS BEING MADE BY ANOTHER GROUP AND THAT IS THE STATE'S HIGHER EDUCATION COORDINATING BOARD - THE APPROVAL OF THE PROGRAM PROPOSAL FOR A GRADUATE PROGRAM IN MANAGEMENT AND ADMINISTRATION. THE POSITIONS ARE SHIFTY IN THAT YOU SPEAK WITH ONE OF THE KEY PLAYERS IN THE MORNING. AND BETWEEN MORNING AND AFTERNOON YOU DO NOT KNOW WHAT WILL HAPPEN TO CAUSE THAT PERSON TO CHANGE HIS OR HER POSITION REGARDING FUNDING OR WHATEVER. BETWEEN MORNING AND AFTERNOON, MANY THINGS CAN HAPPEN.

MOST OF THE KEY DECISIONS AFFECTING THE FATE OF OUR UNIIVERSITIES ARE REALLY MADE IN THIS UNTAME EXTERNAL ENVIRONMENT. MOST OFTEN ONLY THE PRESIDENT OF THE UNIVERSITY REALIZES THIS, WHILE THE MAJORITY OF UNIVERSITY COLLEGES THINK THAT THE KEY DECISIONS AFFECTING THE FATE OF THE ORGANIZATION ARE MADE INTERNAL TO THE

UNIVERSITY. WOMEN IN POLICY ROLES ARE ASTRIDE THESE TWO ENVIRONMENTS - ONE THAT IS RELATIVELY TAME AND CONTROLLABLE, THE OTHER WHICH IS MOSTLY UNTAME AND UNCONTROLLABLE. LEARNING TO BE MORE EFFECTIVE IN THE LATTER IS ONE OF OUR CHALLENGES FOR THE FUTURE.

WHAT IS THE BEST WAY TO LEARN? THROUGH EXPERIENCE AND PRACTICE. IN THIS REGARD I AM VERY PLEASED WITH A STRATEGY WE JUST INSTITUTED AT MY UNIVERSITY FOR CONTACTING LEGISLATORS. THE STRATEGY UTILIZES A GROUP OF FACULTY, STAFF, AND ADMINISTRATORS FROM THE UNIVERSITY. I JUST REALIZED ONE DAY THAT I NEEDED HELP IN GETTING AROUND TO ALL OF OUR 201 LEGISLATORS TO EXPLAIN WHAT WE ARE DOING AND TO SEEK THEIR HELP DURING THIS BUDGET SESSION. WE DO LEGISLATIVE RELATIONS ALL YEAR LONG. BUT IN ADDITION TO THE GROUP FUNCTIONS WE JUST MUST GET TO EACH ONE INDIVIDUALLY. I APPEALED TO OTHERS FROM THE UNIVERSITY TO HELP ME. HOW DID ICHOOSE? VOLUNTEERS? NO. I PICKED A CORE OF PEOPLE WHO ARE KNOWN TO BE GOOD COMUNICATORS WITH OTHERS, CAREFUL AND BY THT I MEAN NOT ARGUMENTATIVE, AND PEOPLE WHO GENERALLY STAY INFORMED ABOUT WHAT GOES ON AT THE UNIVERSITY. THESE CAN SPEAK QUICKLY TO PLANS FOR A GRADUATE PROGRAM AND ABOUT ANYTHING ELSE. WITHOUT TRAINING SESSIONS, WE JUST SPREAD OURSELVES OUT TO GET THE WORK DONE. WE JUST HAVE INTERMITTENT BRIEFING MEETINGS ON A VERY INFORMAL BASIS. IT IS FUN. WHY NOT THE TRANING MEETING. FOR 201 PERSONS, WE CAN NOT PREDICT ON A GIVEN DAY THE MOOD THE PERSON WILL BE IN, EITHER THE LEVEL OR EXCITEMENT OR IRRITATION IN THE PERSON THAT YOU JUST HAVE TO DEAL WITH WHEN YOU GET IN THE MEETING. I KNEW THAT OUR

PEOPLE WOULD HAVE TO FEEL THEIR WAY PARTLY. THEY COULD NOT BE FOREWARNED OR BRIEFED ON EVERY QUESTION THAT MIGHT COME UP. I CHOSE 12 PEOPLE TO HELP WHO ARE GOOD AT DEALING WITH UNPREDICTABLE SITUATIONS. THEY ARE HAVING FUN. IT IS A GREAT WAY TO CLOSE THAT COMMUNICATION GAP. SHARED EXPERIENCES LEAD TO UNDERSTANDING MUCH MORE THAN WHEN WE DEPEND ON ACHIEVING UNDERSTANDING BY TRANSFERRING EXPERIENCES TO OTHERS. EXPERIENCES JUST ARE NOT TRANSFERABLE.

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II. LEARNING HOW TO FUNCTION BEYOND THE SHADOW OF MEN, ONCE WE GET APPOINTED OR ELECTED TO POLICY LEVEL POSITIONS.

I FEEL RATHER CERTAIN THAT OUR RETICENCE IN MEETINGS RELATES PARTLY TO THE LONELINESS OF BEING THE TOKEN WOMAN, THE TOKEN BLACK, AND THE FEELING OF POWERLESSNESS THAT OVERCOMES US AND CAN BE INHIBITING. BUT I CAN NOT COUNT NOW THE NUMBER OF MEETINGS I HAVE BEEN PRESENTING TO, OR DEFENDING A PROPOSAL TO, THAT CONSISTED OF MOSTLY MEN AND ONE OR TWO WOMEN, AND HAVE THE MEN CHALLENGE, INFLUENCE THE OUTCOME OF THE DECISION BY SWAYING THE DISCUSSION, AND HAVE THE WOMEN SIT AND OBSERVE, AND NOT UTTER A MUMBLING WORD. THEY TWO IN TERMS OF A RIGHT TO PARTICIPATE HAVE AS MUCH POWER AS THE MEN.

IN SUCH SITUATIONS IT IS FINE TO ASK A QUESTION, OR SAY SOMETHING TO INFLUENCE THE OUTCOME THE DISCUSSION. I OBSERVE THAT OFTEN WITH BOARDS, THE LEGISLATURE, AND OTHER POLICY SHAPING BODIES WHERE WE ARE NOW REPRESENTED, THE MEN DO MOST OF THE TALKING AND MANEUVERING TO SHAPE THE KEY DECISIONS. WHILE WE WOMEN LEADERS ARE STUDIOUS, HAVE PERFECT ATTENDANCE, WE TEND TO BE RETICENT AND FEAR SPEAKING OUT IN SUCH A WAY TO INFLUENCE THE SHAPING OF POLICIES AS MUCH AS WE CAN AND PERHAPS SHOULD.

SPEAKING OUT IN SUCH SETTINGS BUILDS A POWERFUL POSITION FOR ONE THAT THE PARTICIPANT WOULD HAVE OTHERWISE. THE OPPORTUNITY TO BUILD POWER THIS WAY IS BECOMING OURS DAILY. I BELIEVE THAT THIS IS ONE OF OUR FUTURE CHALLENGES - TO LEARN BETTER HOW TO UTILIZE THE GAINS WE HAVE MADE IN ELECTIONS AND APPOINTMENTS TO POSITIONS TO ACHIEVE MORE POWER.

WHAT STRATEGIES CAN WE USE. WE MUCH SAY THAT THERE IS NO WAY WE ARE GOING TO SIT UP LATE DOING THE HOMEWORK FOR MEETINGS; ATTEND THEM, REMAIN TIGHTLIP, AND LET OTHERS ARTICULATE THOUGHTS THAT WE CAN DO MUCH BETTER. SOMETIMES OUR BRAINS ARE PICKED JUST BEFORE THE MEETINGS BEGIN; THE PICKINGS ARE EXPRESSED BY OTHERS AND THEY GET THE CREDIT.

WHAT STRATEGIES CAN WE USE TO BUILD POWER THROUGH PARTICIPATION IN MEETINGS ESPECIALLY WE ARE THE TOKENS. MOSTLY IT IS A MATTER OF HAVING THE COURAGE TO SPEAK; OVERCOMING A FEELING OF SELF-CONSCIOUSNESS. I CAN DESCRIBE IT BECAUSE I USED TO HAVE THE PROBLEM.

I RECOMMEND THAT

-WE WORK ON HAVING PERSONAL COURAGE AND DETERMINATION. ASSERT OUR RISK TAKING SKILLS.

-PRACTICE SPEAKING OUT.

-CERTAINLY STUDYING TO BE KNOWLEDGEABLE ABOUT THE SUBJECT AT HAND.

-WE HAVE ALREADY SHOWN INTEREST IN THE WORK OF THE GROUP, OR WE WOULD NOT HAVE ELECTED TO BE THERE.

-BE INTERESTED IN OUR PEERS IN THE GROUPEVEN IF THEY ARE MEN. THAT DOES NOT MAKE THEM ALL BAD. THE SOCIALIZATION HAS HELPED ME DEAL WITH THE LONELINESS THAT NATURALLY COMES WITH BEING A TOKEN.

-AND LAST BUT NOT LEAST, TRY AS BEST WE CAN TO REPRESENT THE FACTS OF A MATTER FIRST, THEN OUR EMOTIONS.

-GENERALLY, WOMEN DO GET REINFORCEMENT OF THE POINTS IN GROUP MEETINGS IN THE WAY MEN DO. THIS MAKES IT HARDER FOR US TO PARTICIPATE.

BUT EVEN WITH THESE DIFFICULTIES, IT IS WORTH OUR TRYING. WE WANT AND NEED TO GO BEYOND GETTING INTO NONTRADITIONAL POSITIONS. IN THE FUTURE WE WANT TO USE THESE POSITIONS MORE TO SHAPE THE WORLD THE WAY WE THINK IT SHOULD BE.

III. HELPING TO ERADICATE FURTHER THE SYSTEMIC PREJUDICES TOWARD WOMEN

I DOUBT THAT WE FULLY REALIZE HOW MUCH THE PREJUDICES TOWARD THE FUNCTIONING OF WOMEN OUTSIDE OF THE HOME ARE A PART OF OUR SYSTEM. THE RELEGATION OF WOMEN TO CERTAIN ROLES IS A SUBCONSCIOUS BELIEF OF WOMEN AS WELL AS MEN IN OUR SOCIETY. WHEN WOMEN BREAK OUT OF THAT ROLE OF HOMEMAKER, THERE IS A GENERAL TENDENCY FOR US TO RIDICULE THEM WITH LABELS IF WE CAN.

I DO NOT DOUBT FOR A MOMENT THAT MS. ANNE BURFORD HAD HER PROBLEMS TRACEABLE TO HER LEADERSHIP AS DIRECTOR OF THE ENVIRONMENTAL PROTECTION AGENCY. BUT DID THOSE PROBLEMS WARRANT THE MEDIA LABLELLING HER AS "ICE QUEEN", WHEN IT IS DOUBTFUL THAT THEY WOULD HAVE APPLIED A LABEL TO A MAN IN HER SITUATION SO QUICKLY. DID WE OBSERVE HOW QUICKLY THE MEDIA MRS. MARGARET THATCHER, "THE IRON LADY"AS SHE PURSUED A GIVEN COURSE IN THE FALKLAND ISLANDS DISPUTE WITH ARGENTINA? I NOTED IN READING ABOUT MRS. SCHWEIKER AS SHE TOOK OTHER THE POST AS HEAD OF THEDEPARTMENT OF HEALTH AND HUMAN RESOURCES, THAT THE ARTICLE MENTIONED THAT SHE "SHRILLS" WHEN SHE TALKS. IT SOUNDS TO ME LIKE PEOPLE ARE IN SEARCH OF A LABEL FOR HER.

THIS IS FURTHER EVIDENCE TO ME THAT OUR SYSTEMIC PROBLEM WITH THE RECOGNITION OF WOMEN AND PEOPLE OF MINORITY CULTURE IS DEEPER THAN WE REALIZE. MEN, WOMEN, CHILDREN, ALL RACES ARE HAVING GREAT DIFFICULTY ACCEPTING THE FACT THAT A WOMAN'S PLACE IS SOMEWHERE OCCUPATIONALLY OTHER THAN THE HOME. IT HAS BEEN SAID BY OTHERS SO WELL THAT

"LEGISLATED EQUALITY MUST BROADEN TO BECOME MENTAL EQUALITY".

I BELIEVE THAT DEALING WITH THE CONSEQUENCES OF THESE DEEPLY FELT DOUBTS ABOUT THE LEGITIMACY OF THE NEW ROLES FOR WOMEN IS ONE OF OUR MAJOR CHALLENGES FOR THE FUTURE. WHILE WE CAN IGNORE THEM AND WALK AWAY FROM THEM SOMETIME, I FIND FROM EXPERIENCE THAT OCCASIONALLY WE WILL FEEL PAIN FROM THE HOSTILE BEHAVIOR THAT OTHERS HAVE TOWARD US. THIS PAIN WILL CAUSE TEMPORARY EMOTIONAL SET-BACK.WE MUST NURTURE OUT EMOTIONAL HEALTH CONTINUALLY SO THAT WE CAN BOUNCE BACK FROM SUCH PAIN WHEN IT COMES OUR WAY. I SEE QUITE A BIT OF SUCH PAIN IN OUR FUTURE.FOR THE ADVANCEMENT OF WOMEN AND MINORITIES, WE MUST CHANGE A WHOLE SYSTEM. CHANGE WILL COME, BUT IT WILL BE GRADUAL AND SOMETIMES PAINFUL EVEN WITH THE PROGRESS WE HAVE MADE.

IN ADDITION TO NURTURING OUR

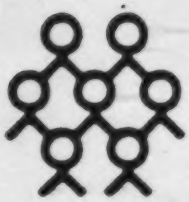
EMOTIONAL HEALTH, THERE ARE SOME SPECIFIC STRATEGIES WE CAN ATTEMPT. ONE I WOULD SUGGEST IS TO UNDO THE NOTION OF THE "SUPERWOMAN". WE DO OURSELVES A GREAT DISSERVICE BY ACCEPTING THE MEDIA CONCOCTION OF THE SUPERWOMAN IMAGE. WE CERTAINLY SHOULD NOT BE ENTERTAINED BY IT. I THINK IT IS A DISSERVICE TO THE INTELLIGENCE OF WOMEN MAINLY BECAUSE IT SHOWS US BEING CONTROLLED BY SOMEONE ELSE'S MENTALITY. THE PROFILES I READ ABOUT THESE SUPERWOMEN SHOWS THEM PERFECTLY DRESSED LIKE MR. MOLLOY SAYS DRESSED, PERFECTLY MADE UP LIKE REVLON SAYS, BEING PERFECT PARENTS LIKE THE CHILDREN WANT TO BE, BEING THE PERFECT HOMEMAKER LIKE OTHERS IN THE HOUSEHOLD WANTS, BEING THE PERFECT WORKER LIKE THE BOSS WANTS. THE SUBJECT COMES ACROSS LIKE A RAT OR WORM, LIKE SOMEONE WHO IS DOING NO THINKING FOR HERSELF, BUT SOMEONE WHO IS DOING EVERYTHING TO PLEASE EVERYONE ELSE. KNOWING HOW FRAGILE WE ARE IN TERMS OF OUR BEING PRONED TO HEALTH PROBLEMS, AND KNOWING HOW MUCH ENERGY IT TAKES TO LEAD MULTIPLE ROLES, I CAN NOT SEE THOSE SUPERWOMEN IMAGES AS ANYTHING BUT CONCOCTIONS. THEY PERPETUATE THE SYSTEMIC FAILURE TO RECOGNIZE WOMEN IN NONTRADITIONAL ROLES. IT IS STRANGE WE DO NOT SEE PROFILES OF SUPERMEN, IN THE SAME WAY.

ANOTHER EVIDENCE OF THE SYSTEMICDIFFICULTY IN RECOGNIZING WOMEN WHICH I BELIEVE WILL BE A SPECIAL CHALLENGE IN THE

FUTURE IS THE BEHAVIOR OF PEOPLE AND SOMETIMES THAT STATED PREFERENCES FOR A MAN BOSS. I BELIEVE THAT THIS WILL CONTINUE TO BE A SPECIAL CHALLENGE FOR WOMEN IN THE FUTURE. WHILE THE POLLS SHOW DIFFERENT RESULTS, MY EXPERIENCES ON THE JOB SAY THAT THE PROBLEM IS STILL WITH US. CERTAINLY WE WILL NOT BE DISCOURAGED.WHAT ARE SOME STRATEGIES TO DEAL WITH IT?

STAFFING TO DEAL WITH IT.

AFFIRMATIVE ACTION IN ALL DIRECTIONS PLUS HAVING THE WOMAN BOSS SURROUND HERSELF WITH A SUPPORT SYSTEM TO HELP DEAL WITH THE PROBLEM. GENERALLY PEOPLE STILL THINK THAT WOMEN ARE NAGS. THEY GENERALLY DO NOT FEEL THAT WOMEN HAVE THE WEALTH AND INFLUENCE TO ENHANCE THEIR FUTURE CAREERS. THEY THINK WOMEN ARE ERRATIC AND EMOTIONAL. BUT THE GENERALLY IMPRESSION THAT WE ARE POWERLESS WILL CAUSE MOST TO NOT PREFER US FOR BOSSES, IN FAVOR OF MEN. MOST LIKELY THESE PERCEPTIONS AND ATTITUDES VARY ACCORDING TO WHERE A PERSON IS EMPLOYED IN AN ORGANIZATION. NEVERTHELESS THE PROBLEM IS WITH US AND IT WILL BE SO FOR THE FUTURE. THE BURDEN IS ON US TO LEARN TO COPE WITH IT.



8/82 Gallup Poll

"If you were taking a new job and had your choice of a boss, would you prefer to work for a man or for a woman?"

Rather work for:

Views of women:	Man	Woman	Either (vol.)	No opinion
1982	52%	15%	30%	3%
1975	60	10	27	3
1953	57	8	29	6
Views of Men				
1982	40	9	46	5
1975	63	4	32	1
1953	75	2	21	2